



# INSTITUTIONAL DEVELOPMENT FOR EFFECTIVE AND ACCOUNTABLE GOVERNANCE

Local governance is about complex national systems entailing a multitude of interconnected institutions. For the thematic areas that are in focus for LOGDEVI, our official partners in Iraq have identified a number of institutions that need to be strengthened in different ways to improve internal and external accountability, e.g. defining internal systems, clarifying roles and mandates in relation to other actors, or developing work processes and organizational capacities. Institutional development is always a long-term and always ongoing process in which many different factors and power dynamics will influence the final outcome.

In Duhok, LOGDEVI worked with the Child Protection Committee (CPC) which was identified to be inactive with ineffective procedures, lacking an integrated approach to child protection, not having an effective oversight of services and actors engaged in the child protection sector, and insufficient structures working at Qada and camp levels. Over the process the CPC started to play an effective coordinating and supervisory role regarding child protection with a gender perspective, bringing key local authorities and civil society together under clear internal procedures. The CPC also commissioned several strategic studies on child labour and juvenile justice, and established Qada level CPCs in multiple locations. One outcome of the work of CPC was the establishment and capacity development of the personality case study office in the juvenile court which was defined by law but never materialized, and now is staffed with social workers and psychologists.

LOGDEVI also partnered with DoLSA in Duhok to work on its internal systems. This included defining a monitoring and evaluation framework and a strategic plan for the family protection department, and defining job descriptions of all DoLSA staff. The later process was done in close collaboration with a committee from MoLSA in Erbil. The job description cards of 642 staff clarifying each positions' formal requirements, mandates and responsibilities have been approved by MoLSA and shared with all DoLSAs in KRI. One other component was the Standard Programme for community centers that has been developed through the collaboration of LOGDEVI with MoLSA and DoLSA key departments. The standard document was reviewed and approved by MoLSA, printed in both Arabic and Kurdish languages and circulated among all MoLSA community centers at KRI level to be adapted.

In Iraq outside the Kurdistan region, LOGDEVI has worked with clarifying roles and authorities within the decentralised system. Decentralisation principles are included in the Iraqi constitution

of 2005 and further emphasized in the 2008 law #21: the Law on governorates not organised in a region. But since decentralisation gained pace after 2014, many authorities remain undefined or unclear and newly established local institutions lacked clear procedures and systems to guide their work.

A comprehensive process was organised to develop a Municipality Sector Directory. Governors of Diwaniyah and Muthanna assigned technical teams to work with a legal consultant to describe legal roles and responsibilities in municipal technical services at the governorate level, and vertically between the governorate departments and the federal level. The draft directory was reviewed in an in-depth dialogue process involving a ministerial group from the Ministry of Municipalities and Public Works. The directory, including the job descriptions, was shared by the High Commission for Coordination among Provinces with all 15 governorates to provide input, who endorsed it with official letters. Besides the Municipality Directory, including the job and functional descriptions, LOGDEVI also produced other manuals or directories together with technical teams from local institutions:

- Manual of the Governor's powers under exceptional circumstances
- Manual of Article 45 of Law of governorates not organised into a region
- Manual of the Directorate of water in Diwaniyah and Muthanna
- Manual of the Directorate of the Governorate Municipalities and Municipal Institutions/ The Municipal Manual

Another local institution included in LOGDEVI is the Provincial Planning and Development Councils (PPADC) of Muthanna and Diwaniyah. At the start they were inactive with very few meetings, uncondusive structures, weak collaboration between PPADC and sector departments, sectoral department not nominating adequate people to the PPADC, and participation mechanisms not activated. LOGDEVI supported the development of internal systems and roles and responsibilities of PPADC, including a better composition of competences. This helped PPADC to become operational through holding an increasing number of meetings according the defined systems, thus becoming more effective as an institution. The process also helped strengthen the relationship between the PPADC and the Ministry of Planning (MoP), who has acknowledged the improved performance of the PPADCs Muthanna and Diwaniyah.